

MASTER TRAINING PLANS

GENERAL

A. General

1. Master training plans provide the framework for developing an employee's individual development plan (IDP). In addition to the formal courses which are listed in the following plans, individuals and their supervisors should consider cross-training and developmental assignments in other Comptroller specialties.

2. Categories of Training. ACTEDS includes the following categories of training:

a. Universal Training . Should be provided to all who have similar duties and responsibilities.

(1) Mandatory, Priority 1

- Employee must have acceptable performance.
- Training is mission essential.
- Employee must successfully complete whether required before or after entry into the position.
(Failure to successfully complete would be grounds for nonselection or removal.)
- Training must be funded.

(2) Mandatory, Priority 2

- Employee should have acceptable performance.
- Training affects quality of mission accomplishment.
- Training should be funded.

(3) Recommended, Priority 3

- Employee's knowledges and abilities will be improved or enhanced.
- Training affects quality of mission accomplishment.
- Training should be funded after Priorities 1 and 2.

b. Competitive Professional Development Training . Training, both short-term and long-term, for which only certain individuals will be selected.

Long-Term Training is, by definition, training that lasts for more than 120 days. The purpose of competitive training is to develop selected individuals for positions of increasing responsibility within the Comptroller Career Program. Competitive training opportunities for individuals in the Comptroller Career Program include:

- Comptroller Competitive Training, such as Army Comptrollership Program (ACP), Graduate Cost Analysis Program (GCAP), Professional Military Comptrollership Program (PMCS), Advanced Resource Management Course (ARMC), DoD Graduate Level Financial Management Program (GLFMP), and University training.

- Army-Wide Competitive Long-Term Training, such as Senior Service Colleges and Fellowships.

- Army-Wide Competitive Short-Term Training, such as Army Management Staff College, Organizational Leadership for Executives and Personnel Management for Executives; as well as developmental assignments.

3. CP-11 ACTEDS Master Training Plans . The master training plans for members of the Comptroller Career Program are presented in the following sequence:

- Leader Development Core Courses
- Supervisory/Managerial Development Courses
- Comptroller Career-Wide Competitive Training
- Army-Wide Long-Term Training
- Army-Wide Short-Term Training
- CP-11 Functional Master Training Plans
- Acquisition Workforce Master Training Plans

The Leader Development Core, Supervisory/Managerial development Courses, and Competitive Training apply equally to personnel in all CP-11 specialties. With the exception of the Leader Development Core, these courses are not repeated within the individual functional training plans.

These training plans include only courses that are available to CP-11 personnel from all Army commands and agencies. MACOMs that sponsor related courses of instruction should supplement this plan with their own course listings, identified by competencies and, if applicable, as equivalent to the courses listed here.

4. Preparing Individual Development Plans (IDP) . In using this plan to prepare IDPs, courses identified as **Mandatory, Priority 1** must be given primary consideration and scheduled for the earliest possible time. When selecting from among courses identified as **Mandatory, Priority 2** the individual's experience and previous training must be taken into consideration. Whether a given course is "mandatory" for an individual should be determined jointly by the individual and the supervisor, and that determination is to be based on the extent to which the individual possesses the competencies provided by the course. Courses listed as **Recommended** should not be considered unless the employee has completed courses identified as Mandatory and/or clearly demonstrates the competencies provided by those courses.

5. Professional Organizations . Although participation in professional organizations is not reflected in the Individual Development Plan, it is a valuable source of self-development. Attending meetings of professional societies provides opportunities to exchange ideas and concepts with individuals who have similar interests and concerns. Examples include the American Society of Military Comptrollers (ASMC), Society of Cost Estimating and Analysis (SCEA), Association of Government Accountants (AGA), American Institute of Certified Public Accountants (AICPA), Institute of Certified Management Accountants (CMA), and Institute of Internal Auditors (IIA). SCEA also conducts certification training and examinations.

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LEADER DEVELOPMENT CORE COURSES

B. Leader Development Core Courses

The courses listed below, offered by the Center for Army Leadership, Fort Leavenworth, Kansas, and the Army Management Staff College, Fort Belvoir, Virginia, comprise the core courses of the Department of the Army Civilian Leader Development program. The Intern Leadership Development Course (ILDC) is Mandatory, Priority 1, for all graduating interns (whether locally or centrally funded). The Leadership Education and Development (LEAD) Course, Organizational Leadership for Executives (OLE) Course, and the Army Management Staff College (AMSC) Course will be phased in as Mandatory, Priority 1, for selected positions within CP-11. Information on applications procedures for these courses is found in the "Catalog of Civilian Training, Education & Professional Opportunities", available from local Civilian Personnel Offices.

Nomination and selection for the Army Management Staff College Course is managed through a competitive process, with selections made by a DA Secretariat Board. These courses apply equally to all CP-11 members. With the exception of the Intern Leadership Development Course, with is Priority 1, these courses are not listed again within the individual Comptroller specialty training plans.

1. Army Management Staff College (AMSC) Course

Level/Category: GS-12 - 14 (GS-15s and exceptional GS-11s may request a waiver to policy) - Competitive

Purpose: To provide advanced professional development across functional areas in the sustaining base and to provide key civilians with comprehensive training comparable to that provided military officers in the Staff and War Colleges.

Course Description: A fourteen week course, offered four times a year, with approximately 175 students per class. Educates Army leaders in functional relationships, philosophies, and systems relevant to the sustaining base environment. It includes functions such as resource management, personnel management, logistics management, and installation management, and includes TDA organizations such as installations, major headquarters, depots, research and development centers, and medical centers both in CONUS and overseas. Emphasizes development of a broad based perspective on how the Arm runs. Topics include: military forces and doctrine, national policy and strategic studies, force integration, resource management, acquisition and logistics, installation management, leadership and management, information management, communicative arts, personnel management systems, and health and fitness.

2. Intern Leadership Development Course (ILDC)

Level/Category: Intern (first six months)/Mandatory, Priority 1

Purpose: To train DA interns in the operational concepts of the US Army; the structure of the Army as an organization; competencies of individual leadership/fellowship skills; understanding of team development; the organizational leadership elements of purpose, direction and motivation; and familiarization with the career progression process of DA civilians.

Course Description: Provides instruction in and application of leadership doctrine and competencies including professional ethics, management technologies, planning, decision making, technical and tactical competencies, team development, teaching and counseling, supervision, and communication. The course also addresses the operational concept and structure of the US Army.

2. Leadership Education and Development (LEAD) Course

Level/Category: New Supervisors - Mandatory, Priority 2
Journeyman or Manager - Recommended, Priority 3

Purpose: To provide first-time supervisors with the knowledge required to effectively lead people and manage teams.

Course Description: Provides instruction in and practical application of leadership doctrine and competencies including professional ethics, counseling skills, communications, group development theory, team building, motivation, problem solving, and decision making.

3. Organizational Leadership for Executives (OLE)

Level/Category: New Managers - Mandatory, Priority 2

Purpose: To identify, explain, and demonstrate the leadership skills required to perform at the key manager (GS 12-14) level. Emphasis is given to material which these leaders can use in leading their organizations to increasing levels of excellence. Strategies for improving organizational performance are addressed. Attendees will be able to assess, integrate, and apply practical models for enhancing organizational achievement throughout multiple levels of an organization.

Course Description: Assists managers in looking beyond daily activities to assessing and interpreting the external environment, the organization, the leadership process, the need for subordinate development at all levels, and the need for continuing self-development. Topics include performance, managing innovation and change, diagnosing systemic problems, and building excellence into the leadership team.

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SUPERVISORY AND MANAGERIAL DEVELOPMENT COURSES

C. Supervisory and Managerial Development Courses Courses listed below are required or recommended training for supervisory personnel, and courses recommended for those who wish to pursue managerial development training. These courses apply equally to all CP -11 personnel, and supplement the Leader Development Core Courses.

1. **Building Effective Teams** US Army Management Engineering College, Rock Island, Illinois

Target career level: Journeyman/Manager

Description: Identifies, explains, and interprets the competencies required to effectively influence and manage human performance in small organizations. Provides the various communication, motivational, and leadership techniques required to build or maintain an effective work team.

2. **Employee and Labor Relations** Graduate School, US Department of Agriculture

Target career level: Journeyman or Manager

Description: Presents tough issues and compares participants' views. Analyzes current thinking of managers and top administrators in public sector labor relations.

3. **Executive Development Seminar** Executive Seminar Center, Denver, Colorado, Kings Point, New York, and Oak Ridge, Tennessee

Target career level: Manager

Description: Addresses competencies which relate to the social, political, and economic environment of the Federal Executive. Broadens the participants' understanding and administrative and managerial abilities.

4. **Executive Management Course** Defense Systems Management College, Fort Belvoir, Virginia

Target career level: Manager

Description: Explores the perspectives and positions of key decision makers of the legislative and executive branches, and defense industry. Emphasis is on recent legislative and executive actions affecting weapon systems, and on the policy and procedural initiatives with a profound effect upon their acquisition.

5. **Army Management Control Process** Graduate School, US Department of Agriculture

Target career level: Journeyman/Specialist or Manager

Training category: Mandatory, Priority 2, for all managers with internal control responsibilities.

Description: This eight hour seminar covers the statutory and regulatory requirements of the Army's management control process, the underlying Army philosophy on management controls, the major elements of the Army's process and the basic responsibilities of key players in that process.

6. **Introduction to Supervision** Graduate School,
US Department of Agriculture

Target career level: Journeyman or Manager

Description: Offers a foundation in the principles and practices of supervising Federal employees. Defines the role of the supervisor and expectations of management, peers, and subordinates. Introduces basic legal requirements of Federal employee supervision and selected supervisory techniques and concepts.

7. **Management Development Course** US Army Management Engineering
College, Rock Island, Illinois

Target career level: Manager

Description: Builds upon basic supervision courses and assists small group leaders and first -line supervisors to assess organizational situations, and identify and apply the appropriate management techniques, modes and solutions. Topics include organizational direction, setting objectives, planning operations, planning techniques, evaluating organizational and individual performance, ethics, values, delegation, coaching, leadership strategies, motivation, communication, managing and implementing change.

8. **Management of Managers** US Army Management Engineering College,
Rock Island, Illinois

Target career level: Manager

Description: Broadens understanding of the competencies required by subordinate managers and provides tools to be used to identify and develop managerial competencies in subordinates. Deepens understanding of modes of behavior appropriate in the supervision of other managers, the development of special capabilities required at that level of management, and clarifies the manager's role in human resources development.

9. **Personnel Management for Executives (PME) .I** Center for Civilian
Human Resource Management, Lancaster, Pennsylvania

Target career level: Manager

Description: Stimulates managers and executives to manage human resources more efficiently and develop a sharper sense of direction and improved resource management skills.

10. **Personnel Management for Executives (PME) II** Center for Civilian
Human Resource Management, Lancaster, Pennsylvania

Target career level: Manager

Description: Provides understanding of the theory, skills, and issues of PME and an understanding of group rapport and trust. Reinforces the human relations skills developed in PME I. Explores the various dimensions of

leadership and human resource management as primary concerns of the Department of the Army Executive.

11. **Workshop in Personnel Management for Supervisors** Local CPOs

Target career level: New supervisors

Training category: Mandatory, Priority 1

Description: Teaches new supervisors the personnel management knowledges necessary to function within their supervisory scope of responsibility. Subjects include: job classification and position management, alcohol and drug prevention and control program, work scheduling and leave administration, recruitment and selection, training and development, administration of discipline, grievances, recognition of employees, equal employment opportunity, labor relations, performance appraisals, and safety and occupational health.

MASTER TRAINING PLANS

COMPTROLLER COMPETITIVE TRAINING

D. COMPTROLLER COMPETITIVE TRAINING

Following are descriptions of the principal Comptroller/Resource Management competitive training programs. All CP -11 personnel at the targeted grade levels are equally eligible to compete for these programs. For the Army Comptrollership Program (ACP), the Advanced Resource Management Course (ARMC), the Graduate Cost Analysis Program (GCAP), the Army's applicants to the DoD Graduate Level Financial Management Program (GLFMP), and the Professional Military Comptroller School (PMCS), the nomination and selection process is managed through the Office of the Assistant Secretary of the Army (Financial Management and Comptroller).

1. **Army Comptrollership Program (ACP)** Syracuse University

Purpose: The principal objectives of the ACP are to combine the best of both public and business administration theory to develop a broad-based knowledge of management techniques and to provide an academic environment in which all aspects of the developing subjects of resource management and comptrollership can be fully explored. Follow on operational assignments, to allow graduates to use their new skills, are an integral part of the program.

Target career level: Specialist/Journey man

Program description: The ACP is a fourteen -month graduate level program of study which provides Army resource managers with the conceptual perspective, practical analytical tools, and management skills required in the increasingly complex resource management environment. Courses and seminars are included in the subject areas of quantitative analysis, management information systems, accounting, economics, marketing, operations management, national defense policies and programs, managerial finance, organizational policy and administration, and Army comptrollership.

Nomination procedures: Minimum grade for nomination is GS -11; target is GS -12 and GS -13. Suspense date and specific nomination procedures announced annually by an OASA(FM&C) memorandum to MACOM/Agency resource managers. A Graduate Management Admissions Test (GMAT) score is required.

2. **Advanced Resource Management Course (ARMC)** Syracuse University

Purpose: To provide participants with a better understanding of the total Army resource management process and the environment in which it operates and to improve participants' management skills.

Target career level: Specialist/Journeyman or Manager

Course description: ARMC is designed to contribute to the overall professional development of resource management personnel. The four-week course is taught by Syracuse University faculty, with guest presentations by senior HQDA and MACOM representatives. Course topics include: Army organization and management; the resource management system; operational perspectives; interpersonal effectiveness; management information systems; management communications, and analysis and decision making.

Nomination procedures: Minimum grade GS-12; waivers granted only for multi-disciplinary and/or multi-command experience. Suspense dates and specific procedures announced annually by OASA(FM&C) message to MACOM/Agency resource managers.

3. **Graduate Cost Analysis Program (GCAP)** Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio.

Purpose: The principal objectives of the GCAP are to merge general management skills and concepts with the technical quantitative skills needed by a cost analyst, by focusing, through actual case work, on the application of cost analysis in support of the DoD decision-making process.

Target career level: Specialist/Journeyman

Program Description: The GCAP is a sixteen-month graduate level program of study including, but not limited to, courses and seminars such as cost analysis colloquium, defense cost modeling, project risk analysis, model diagnostics, life cycle cost and reliability and federal financial management. Follow on operational assignments, to allow graduates to use their new skills, are an integral part of the program.

Nomination procedures: Minimum grade for nomination is GS-11. Suspense date and specific nomination procedures are announced annually by an OASA(FM) memorandum to MACOM/Agency resource managers. Graduate Record Examination (GRE) is required.

4. **Department of Defense (DoD) Graduate Level Financial Management Program (GLFMP)**. Troy State University.

Purpose: To provide graduate education opportunities for DoD financial management employees in the National Capital Region and Norfolk, VA area.

Target career level: Specialist/Journeyman

Program description: The GLFMP consists of twenty months of off-duty study provided under contract by an accredited institution. Students complete two courses per quarter for two years. Core courses may embrace subjects such as research methods in public administration, American public finance, economics for public management and public policy analysis.

Nomination procedures: Minimum grade for nomination is GS-11 (with central funding). Occupational series include 501, 505, 510, 511, 560, and other professional employees who spend at least 50% of their time in direct support of financial management. Suspense date and other specific nomination procedures are announced annually by DoD Memorandum.

5. **Professional Military Comptroller School (PMCS)** Air University, Center for Professional Development, Maxwell Air Force Base, Alabama

Purpose:

- To develop in selected personnel a capacity to evaluate and adapt the role and tasks of the comptroller to the economic, political, and social environment of the military organization and its mission.

- To broaden the professional horizons of the student by providing a comprehension of the major contemporary problems, issues, and national policies which bear on the decision making process in the efficient and effective allocation of resources to and within the defense establishment.

- To enhance individual capacities to serve effectively as a comptroller generalist by providing a comprehension of the academic disciplines, the arts and sciences, which are prerequisite in the practice of comptrollership at a high level of professional competence in the Department of Defense.

Target career phase: Manager

Course description: Six -week professional development education course for mid-career resource managers in the Department of Defense. The school's program is a combination of faculty lectures and seminars, with an extensive and prestigious guest speaker program. Course topics are grouped under the following general subject areas: financial management at the executive level; information management; comptrollership in operating activities; comptrollership in acquisition and support activities; analysis for resource management; executive communication; economics in resource management; leadership and management; and executive stress and fitness.

Nomination procedures: Minimum grade GS -12; waivers granted only for GS-11 multi-disciplinary and/or multi-command experience. Suspension dates and specific procedures announced annually by OASA(FM&C) message to MACOM/Agency resource managers.

MASTER TRAINING PLANS

ARMY-WIDE COMPETITIVE TRAINING

E. ARMY-WIDE LONG-TERM TRAINING

Following are descriptions of the principal Army-wide competitive training programs. All CP -11 personnel at the targeted grade levels are equally eligible to compete for these programs. For the Senior Service Colleges and Fellowships, the nomination and selection process is managed through the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs (OASA(M&RA))). Additional details are included in the "Catalog of Civilian Training, Education & Professional Development Opportunities", published each fiscal year by the OASA(MR&A) and distributed through civilian personnel channels.

1. **National War College (NWC)** Fort McNair, Washington, DC

Purpose: To prepare selected personnel for high-level policy, command, and staff responsibilities by acquiring knowledge of national security strategy.

Target career phase: Manager/1 slot

Course description: Ten month professional development course focusing on national security policy and strategy with a joint, multi-service perspective. The curriculum is designed to expand and deepen students' knowledge of national security matters and to sharpen their analytical skills. The academic program consists of prescribed core courses, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decisionmaking process, and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations. Completion of the curriculum meets the educational requirements for Joint Specialty Officers.

Nomination procedures: Minimum grade GS -14. Suspense dates (usually 1 November of each year to the OASA(M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA(M&RA).

2. **Industrial College of the Armed Forces (ICAF)**. Fort McNair, Washington, DC

Purpose: To prepare selected personnel for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel security strategy for peace and war.

Target career phase: Manager/10 slots (5 for Acquisition Corps)

Course description: Ten month professional development course focusing on national security policy and strategy with a joint, multi-service perspective. The curriculum is designed to expand and deepen students' knowledge of national security matters and to sharpen their analytical skills. The academic program consists of prescribed core courses, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decisionmaking process, and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations. Completion of the curriculum meets the educational requirements for Joint Specialty Officers.

Nomination procedures: For grades GS -14/15 and high potential GS-13s. Suspense dates (usually 1 November of each year to the OASA(M&RA)/civilian Personnel Management Directorate and specific procedures announced annually by OASA(M&RA).

3. **Army War College (AWC) - Resident** Carlisle Barracks, Pennsylvania

Purpose: To prepare selected personnel for leadership responsibilities in a strategic security environment during peace and war.

Target career phase: Manager/10 slots

Course description: Ten - twelve month professional development course focusing on the role of landpower, as part of a joint or combined force, in support of the US national military strategy. The curriculum emphasizes theory, concepts, systems and the national security decision making process. It teaches through numerous case studies, exercises and wargames. The student seminar group is the fundamental learning vehicle at the school.

Nomination procedures: For grades GS -14/15 and high potential GS-13s. Suspense dates (usually 1 November of each year) to the OASA(M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA(M&RA).

4. **Army War College - Corresponding Studies (AWCC)**

Purpose: Same as above.

Target career phase: Manager/2 slots

Course description: Two year professional development course, including 22 resident academic days during midcourse and end-of-course periods.

Nomination procedures: For grades GS -14/15 and high potential GS-13s. Suspense dates (usually 1 November of each year) to the OASA(M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA(M&RA).

5. LEGIS Fellowship for Executive Developments (LEGIS)

Purpose: Provides assignments for personnel whose current or prospective positions may require working knowledge of the operations of the Congress.

Target career phase: Manager/4 slots

Course description: Six or twelve month professional development assignment, providing instruction and hands-on experience in a congressional office through training and developmental activities including three weeks of intensive briefings on the operations and organization of the Congress; a full-time assignment on the staff of a Member, Committee, or support agency or organization of the Congress; and frequent seminars during the work assignment on Capitol Hill.

Nomination procedures: For grades GS -14/15. Suspense dates (usually 1 November of each year) to the OASA(M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA(M&RA).

6. Secretary of the Army Research and Study Fellowships (SARSF)

Purpose:

- To support study and research on selected projects relevant to the Army's mission.

- To develop and increase the use of the best talents among Army career civilians.

- To support basic creativity of selected individuals.

Target career phase: Manager/1-5 slots

Course description: Fellowships are awarded for six - twelve months to include study or research at institutions of higher learning or in comparable educational or research environments which best support the project.

Nomination procedures: For grades GS -12 and above. Suspense dates (usually 1 November of each year) to the OASA(M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA(M&RA).

MASTER TRAINING PLANS

ARMY-WIDE COMPETITIVE TRAINING

F. ARMY-WIDE SHORT-TERM TRAINING

Following are descriptions of the principal Army-wide short term competitive training programs. All CP -11 personnel at the targeted grade levels are equally eligible to compete for these programs. The nomination and selection process is managed through the chain of command by the Office of the Assistant Secretary of Army (Manpower and Reserve Affairs) (OASA(M&RA)).

1. Logistics Executive Development Course (LEDC) Fort Lee, Virginia

Purpose:

- To prepare selected personnel for high-level policy, command, and staff responsibilities by acquiring knowledge of national security strategy.

Target career phase: Manager (GS-14/15)

Course description: Ten month professional development course focusing on national security policy and strategy with a joint, multi-service perspective. The curriculum is designed to expand and deepen students' knowledge of national security matters and to sharpen their analytical skills. The academic program consists of prescribed core courses, advanced studies, and regional studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises. The core curriculum provides students an understanding of the development and implementation of national security policy and strategy. It addresses the domestic and international contexts within which policy and strategy are developed, examines the national security decisionmaking process, and focuses on the formulation and conduct of national security strategy, military strategy, and joint operations. Completion of the curriculum meets the educational requirements for Joint Specialty Officers.

Nomination procedures: Minimum grade GS -14. Suspense dates (usually 1 November of each year) to the OASA(M&RA)/Civilian Personnel Management Directorate and specific procedures announced annually by OASA(M&RA).

2. Competitive Professional Development

Purpose: To provide training in university programs (full-time or part-time), developmental assignments, and significant short-term training assignments or training courses which fulfill functional training needs.

Target career phase: Specialist/Journeyman, Manager

Course description: Four - twelve month training assignment or education to fulfill functional training needs.

Nomination procedures: Minimum grade GS -11. For university programs suspense dates (usually 1 November of each year) to the OASA(M&RA)/Civilian Personnel Management Directorate and specific procedures

are announced annually by OASA(M&RA). For developmental assignments, suspense dates and specific procedures announced annually by OASA(FM&C) memorandum to MACOM/Agency resource managers.

3. Army Management Staff College (AMSC) Course

Target career phase: Manager

Purpose: To provide advanced professional development across functional areas in the sustaining base and to provide key civilians with comprehensive training comparable to that provided military officers in the Staff and War Colleges.

Course Description: Educates Army leaders in functional relationships, philosophies, and systems relevant to the sustaining base environment, which includes functions such as resource management, personnel management, logistics management, and installation management, and includes TDA organizations such as installations, major headquarters, depots, research and development centers, and medical centers both in CONUS and overseas. Emphasizes development of a broad based perspective on how the Arm runs. Topics include: military forces and doctrine, national policy and strategic studies, force integration, resource management, acquisition and logistics, installation management, leadership and management, information management, communicative arts, personnel management systems, and health and fitness.

Nomination procedures: GS-12/13/14 (GS-15s and exceptional GS-11s may request a waiver to policy). Suspense dates to the OASA(M&RA)/Civilian Personnel Management Directorate and specific procedures are announced periodically by OASA(M&RA).

MASTER TRAINING PLANS

CP-11 FUNCTIONAL TRAINING PLANS

Management Analysis/Program Analysis (343)

Financial/Resource Management (501/505)

Accounting (510)

Auditing (511)

Budget Analysis (560)

Cost Analysis (1515)

Senior Executive Service

Acquisition Workforce

MASTER TRAINING PLANS
CP-11 FUNCTIONAL TRAINING PLANS
MANAGEMENT ANALYSIS

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
<u>UNIVERSAL TRAINING</u>			
INTERN	GS-5/7/9	<p>PRIORITY 1:</p> <p>Intern Leadership Development Center for Army Leadership Fort Leavenworth, KS (1 week)</p> <p>PRIORITY 2:</p> <p>Defense Work Methods and Standards US Army Management Engineering College Rock Island, IL (5 weeks)</p> <p>Economic Analysis for Decision Making US Army Management Engineering College Rock Island, IL (2 weeks)</p> <p>Organization Planning US Army Management Engineering College Rock Island, IL (1 week)</p> <p>Planning and Conducting Management Studies US Army Management Engineering College Rock Island, IL (1 week)</p> <p>Planning, Programming, Budgeting and Execution System US Army Finance School Fort Jackson, SC (1 week, 4 days)</p>	<p>A3, A4, A5, A7, A8</p> <p>K007, K009, K010</p> <p>K004, K015</p> <p>K006, K011, K018</p> <p>K006, K007</p> <p>K001</p>

FUNCTIONAL TRAINING PLANS - MANAGEMENT ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
INTERN	GS-5/7/9	PRIORITY 3:	
		Administrative Systems Analysis and Design	K009
		US Army Management Engineering College Rock Island, IL (1 week)	
		Basic Management Statistics	K004
		US Army Management Engineering College Rock Island, IL (1 week)	
		Fundamentals of Cost Analysis	K012, K015
		US Army Logistics Management College Fort Lee, VA (3 weeks)	
		Introduction to Management Analysis	K006, K011
		Graduate School, U.S. Department of Agriculture Regional Training Centers (4 days)	
		Organizational Performance Measurement	K012
		US Army Management Engineering College Rock Island, IL (3 days)	

FUNCTIONAL TRAINING PLANS - MANAGEMENT ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
INTERN	GS-5/7/9	Organizational Study and Design Graduate School, US Department of Agriculture Regional Training Centers (1 week)	K011, K018
		Work Planning and Control Systems US Army Management Engineering College Rock Island, IL (2 weeks)	K004, K009, K010, K018
SPECIALIST/GS-11/12 JOURNEYMAN		PRIORITY 1: None	
		PRIORITY 2:	
		Defense Work Methods and Standards US Army Management Engineering College Rock Island, IL (5 weeks)	K010
		Economic Analysis for Decision Making US Army Management Engineering College Rock Island, IL (1 week)	K015
		Intermediate Management Analysis Graduate School, US Department of Agriculture Regional Training Centers (4 days)	K010
		Work Planning and Control Systems US Army Management Engineering College Rock Island, IL (2 weeks)	K010, K018

FUNCTIONAL TRAINING PLANS - MANAGEMENT ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
SPECIALIST/GS-11/12 JOURNEYMAN		PRIORITY 3:	
		Defense Regional Interservice Support Agreements US Army Logistics Management College Fort Lee, VA (1 week)	K008
		Fundamentals of Cost Analysis US Army Logistics Management College Fort Lee, VA (3 weeks)	K012, K015
		Human Behavior in Organizations US Army Management Engineering College Rock Island, IL (1 week)	K013
		Organizational Performance Measurement US Army Management Engineering College Rock Island, IL (4 days)	K008

FUNCTIONAL TRAINING PLANS - MANAGEMENT ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
MANAGER	GS-13/14/15	<p>PRIORITY 1: None</p> <p>PRIORITY 2:</p> <p>Army Installation Management US Army Logistics Management College Rock Island, IL (3 weeks)</p> <p>Economic Analysis for Managers US Army Management Engineering College Rock Island, IL (1 week) NOTE: Not recommended if employee has taken Economic Analysis for Decision Making.</p> <p>PRIORITY 3:</p> <p>Organizational Performance Measurement US Army Management Engineering College Rock Island, IL (4 days)</p>	<p>K006</p> <p>K118</p> <p>K006</p>

FUNCTIONAL TRAINING PLANS

PROGRAM ANALYSIS

The following functional courses are taken from both the budget analysis and management analysis areas of specialty. The courses most appropriate for any careerist in a program analyst position will be determined by the duties and responsibilities of that position and the individual's personal training needs.

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
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UNIVERSAL TRAINING

INTERN	GS-5/7/9	PRIORITY 1: Intern Leadership Development Center for Army Leadership Fort Leavenworth, KS (1 week)	A3, A4, A5, A7 A8
		PRIORITY 2: Economic Analysis for Decision Making US Army Management Engineering College Rock Island, IL (2 weeks)	K028
		Planning, Programming, Budgeting, and Execution System US Army Finance School Fort Jackson, SC (1 week, 4 days)	K001, K003, K019
		Resource Management Budget US Army Finance School Fort Jackson, SC (2 weeks)	K001, K019
		PRIORITY 3: Budget Execution Graduate School, US Department of Agriculture Regional Training Centers (4 days)	K001, K027
		Budget Formulation Graduate School, US Department of Agriculture Regional Training Centers (4 days)	K001, K019
		Federal Budget Process Graduate School, US Department of Agriculture Regional Training Centers (2 days)	K019

FUNCTIONAL TRAINING PLANS - PROGRAM ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
SPECIALIST/ JOURNEYMAN	GS-11/12	PRIORITY 1: None	
		PRIORITY 2: Basic Management Statistics US Army Management Engineering College Rock Island, IL (1 week)	K004
		Economic Analysis for Decision Making US Army Management Engineering College Rock Island, IL (2 weeks)	K028
		Fundamentals of Cost Analysis US Army Logistics Management College Fort Lee, VA (3 weeks)	K024, K021, K022, K026, K028
		Introduction to Program Evaluation Graduate School, US Department of Agriculture Regional Training Centers (3 days)	K021, K025
		Planning and Conducting Management Studies US Army Management Engineering College Rock Island, IL (1 week)	K020, K025, K026
		Project Planning and Control Techniques US Army Management Engineering College Rock Island, IL (1 week)	K029
		PRIORITY 3: Contracting Officer's Representative US Army Logistics Management College Fort Lee, VA (1 week)	K024, K030

FUNCTIONAL TRAINING PLANS - PROGRAM ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
MANAGER	GS-13/14/15	PRIORITY 1: None	
		PRIORITY 2:	
		Army Installation Management	K022
		US Army Logistics Management College Fort Lee, VA (3 weeks)	
		Economic Analysis for Managers	K024, K028, K048
		US Army Management Engineering College Rock Island, IL (1 week)	
		NOTE: Not recommended if employee has taken Economic Analysis for Decision Making.	
		PRIORITY 3: None	

FUNCTIONAL TRAINING PLANS

FINANCIAL/RESOURCE MANAGEMENT

Individuals seeking or filling positions in the Financial/Resource Management specialty should, ideally, have training or experience in the full range of functions they supervise. Required/recommended training will, therefore, vary from individual to individual and from organization to organization.

Careerist individual training plans will be, to a great extent, a function of the Comptroller specialties in which they have prior experience. Courses required for functional competencies should be identified from within the MTP for each specialty. The following courses provide either functional training which is not Comptroller oriented or general training which is advisable for Financial/Resource Managers.

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
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UNIVERSAL TRAINING

MANAGER	GS-13/14/15	PRIORITY 1: None	
		PRIORITY 2:	
		Army Installation Management	K032
		US Army Logistics Management College Fort Lee, VA (3 weeks)	
		Federal Appropriations Law	K035
		Graduate School, US Department of Agriculture Regional Training Centers (3 days)	
		Fiscal Law	K035
		The Judge Advocate General's School Charlottesville, VA (4 1/2 days)	
		Manpower and Force Management Course	K036
		US Army Logistics Management College Fort Lee, VA (2 weeks)	
		PRIORITY 3:	
		Decision Risk Analysis	K035
		US Army Logistics Management College Fort Lee, VA (2 weeks)	
		Economic Analysis Course	K004, K031, K037
		US Army Logistics Management College Fort Lee, VA (3 1/2 days)	

FUNCTIONAL TRAINING PLANS - FINANCIAL/RESOURCE MANAGEMENT (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
MANAGER	GS-13/14/15	PRIORITY 3:	
		Management Development Course US Army Management Engineering College Rock Island, IL (1 week)	K032
		Organizational Performance Measurement US Army Management Engineering College Rock Island, IL (3 days)	K035
		Project Management: Planning, Scheduling, and Control Techniques Graduate School, US Department of Agriculture Regional Training Centers (1 week)	K035

FUNCTIONAL TRAINING PLANS

ACCOUNTING

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
<u>UNIVERSAL TRAINING</u>			
INTERN	GS-5/7/9	<p>PRIORITY 1:</p> <p>Intern Leadership Development Center for Army Leadership Fort Leavenworth, KS (1 week)</p> <p>PRIORITY 2:</p> <p>Advanced Military Accounting and Analysis US Army Finance School Fort Jackson, SC (2 weeks)</p> <p>Commercial Accounts Administration US Army Finance School Fort Jackson, SC (1 week, 3days)</p> <p>Army Management Control Process Graduate School, US Department of Agriculture, Regional Training Centers (1 day)</p> <p>Military Accounting US Army Finance School Fort Jackson, SC (3 weeks, 2 days)</p> <p>Planning, Programming, Budgeting and Execution System US Army Finance School Fort Jackson, SC (1 week, 4 days)</p>	<p>A3, A4, A5, A7 A8</p> <p>K041, K042, K046</p> <p>K051, K059</p> <p>K044, K048</p> <p>K039, K049, K050, K052, K053, K054, K057</p> <p>K001, K044, K047, K060</p>

FUNCTIONAL TRAINING PLANS - ACCOUNTING (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
INTERN	GS-5/7/9	<p>PRIORITY 3:</p> <p>Basic Management Statistics US Army Management Engineering College Rock Island, IL (5 days)</p> <p>Budget Execution Graduate School, US Department of Agriculture Regional Training Centers (4 days)</p> <p>Budget Formulation Graduate School, US Department of Agriculture Regional Training Centers (4 days)</p> <p>Economic Analysis for Decision Making US Army Management Engineering College Rock Island, IL (2 weeks)</p> <p>Government Bookkeeping and Accounting Graduate School, US Department of Agriculture Regional Training Centers (3 days)</p> <p>Introduction to Financial Management Graduate School, US Department of Agriculture Regional Training Centers (4 days)</p> <p>Resource Management Budget US Army Finance School Fort Jackson, SC (2 weeks)</p>	<p>K004, K041</p> <p>K001</p> <p>K001</p> <p>K004, K041, K072</p> <p>K002, K039, K040 K042, K043, K049 K050, K053, K054, K057</p> <p>K001, K048</p> <p>K001, K047, K060</p>

FUNCTIONAL TRAINING PLANS - ACCOUNTING (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
SPECIALIST/ JOURNEYMAN	GS-11/12	PRIORITY 1: None	
		PRIORITY 2:	
		Federal Appropriations Law	K046, K048, K060
		Graduate School, US Department of Agriculture Regional Training Centers (3 days)	
		Fiscal Law	K046, K048, K060
		The Judge Advocate General's School Charlottesville, VA (4 1/2 days)	
		PRIORITY 3:	
		Data Base Management Systems	K065, K066
		US Army Management Engineering College Rock Island, IL (2 1/2 days)	
MANAGER	GS-13/14/15	PRIORITY 1: None	
		PRIORITY 2: None	
		PRIORITY 3: None	

FUNCTIONAL TRAINING PLANS

AUDITING

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
<u>UNIVERSAL TRAINING</u>			
INTERN	GS-5/7	PRIORITY 1:	
		Introduction to Auditing in the Army US Army Audit Agency Various Locations (2 weeks)	K002, K075, K076, K077, K078, K081, K084, K085, K089, K090, K091 K628,
		Intern Leadership Development Center for Army Leadership Fort Leavenworth, KS (1 week)	A3, A4, A5, A7, A8
STAFF AUDITOR	GS-5/7/9	PRIORITY 1:	
		Basic Agency Software Training US Army Audit Agency Various Locations(4 1/2 days)	K005, K080
	GS-7/9/11	Intermediate Auditor School US Army Audit Agency Various Locations (5 days)	K075, K076, K077, K078, K081, K083, K084, K085, K086, K087, K088, K089, K090, K091, K092, K093, K094, K099
	GS-9/11	PRIORITY 2:	
		DBase III+ for Auditors US Army Audit Agency Various Locations (4 1/2 days)	K002, K079, K080
LEAD AUDITOR	GS-9/11	PRIORITY 1:	
		Basic Report Writing US Army Audit Agency Various Locations (2 1/2 days)	K078, K089, K092, K093

FUNCTIONAL TRAINING PLANS - AUDITING (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
LEAD AUDITOR/ AUDITOR IN CHARGE	GS-12	Senior Auditor School US Army Audit Agency Various Locations (5 days)	K077, K078, K081, K082, K083, K084, K088, K089, K090, K091, K092, K093, K094 K627, K628,
AUDITOR IN CHARGE	GS-12	PRIORITY 2: Auditor-in-Charge (AIC) Report Writing Course US Army Audit Agency Various Locations (3 days)	K078, K089, K092 K093
LEAD AUDITOR/ AUDITOR IN CHARGE/ SUPV AUDITOR	GS-12/13/ 14/15	Advanced Audit Techniques Course US Army Audit Agency Various Locations (4 1/2 days)	K005, K079, K080
SUPERVISORY AUDITOR	GS-13	PRIORITY 1: Audit Supervisor School US Army Audit Agency Various Locations (5 days)	K075, K077, K078, K081, K082, K092, K093, K094, K095, K096
AUDIT MANAGER	GS-14	DoD Audit Management School US Army Audit Agency Various Locations (5 days)	K075, K077, K078, K081, K082, K095, K096, K097, K099
SUPERVISORY AUDITOR	GS-13/14	PRIORITY 2: Army Installation Management Course Army Logistics Management College Fort Lee, VA (3 weeks) Note: Priority 2 for Chief, Internal Review and Audit Compliance, Installation level; Priority 3 for other Installation IRAC personnel.	K075, K081, K083, K088

FUNCTIONAL TRAINING PLANS - AUDITING (continued)

CAREER			
<u>PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
SUPERVISORY AUDITOR/ AUDIT MANAGER	GS-13/14/15	Audit Supervisor Report Writing Course US Army Audit Agency Various Locations (3 days)	K078, K089, K092, K093

UNIVERSAL REQUIREMENTS

Comptroller General Standards require that Auditors, GS-05 through GS-15, receive 80 hours of continuing professional education and training within a two-year period, to remain professionally qualified. There must be at least 20 hours in any one year and there should be at least 24 hours of government training during the two years.

FUNCTIONAL TRAINING PLANS

BUDGET ANALYSIS

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
<u>UNIVERSAL TRAINING</u>			
INTERN	GS-5/7/9	<p>PRIORITY 1:</p> <p>Intern Leadership Development Center for Army Leadership Fort Leavenworth, KS (1 week)</p> <p>PRIORITY 2:</p> <p>Planning, Programming, Budgeting, and Execution System US Army Finance School Fort Jackson, SC (1 week, 4 days)</p> <p>Resource Management Budget US Army Finance School Fort Jackson, SC (2 weeks)</p> <p>PRIORITY 3:</p> <p>Budget Execution Graduate School, US Department of Agriculture Regional Training Centers (4 days)</p> <p>Budget Formulation Graduate School, US Department of Agriculture Regional Training Centers (4 days)</p> <p>Federal Budget Process Graduate School, US Department of Agriculture Regional Training Centers (2 days)</p>	<p>A3, A4, A5, A7 A8</p> <p>K001, K100, K101, K102, K103, K104, K105, K106, K107, K108, K110, K111, K112</p> <p>K001, K100, K101, K103, K104</p> <p>K001, K100, K102, K108</p> <p>K001, K100, K101 K108</p> <p>K001, K100</p>

FUNCTIONAL TRAINING PLANS - BUDGET ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
SPECIALIST/ JOURNEYMAN	GS-11/12	PRIORITY 1: None	
		PRIORITY 2:	
		Federal Appropriations Law Graduate School, US Department of Agriculture Regional Training Centers (3 days)	K001, K100
		Fiscal Law The Judge Advocate General's School Charlottesville, VA (3 1/2 days)	K001, K100
		PRIORITY 3:	
		Data Base Management Systems US Army Management Engineering College Rock Island, IL (2 1/2 days)	K007
MANAGER	GS-13/14/15	PRIORITY 1: None	
		PRIORITY 2:	
		Army Installation Management US Army Logistics Management College Fort Lee, VA (3 weeks)	K107
		PRIORITY 3: None	

FUNCTIONAL TRAINING PLANS

COST ANALYSIS

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
<u>UNIVERSAL TRAINING</u>			
INTERN	GS-5/7/9	<p>PRIORITY 1:</p> <p>Intern Leadership Development Center for Army Leadership Fort Leavenworth, KS (1 week)</p> <p>PRIORITY 2:</p> <p>Economic Analysis Course US Army Logistics Management College Fort Lee, VA (3 1/2 days)</p> <p>Financial Planning and Control Tech US Army Management Engineering College Rock Island, IL (1 week)</p> <p>Introduction to Life Cycle Costing US Air Force Institute of Technology Wright-Patterson AFB, OH (2 weeks)</p> <p>Planning, Programming, Budgeting and Execution US Army Finance School Fort Jackson, SC (1 week, 4 days)</p> <p>Principles of Contract Pricing US Air Force Institute of Technology Wright-Patterson AFB, OH (3 weeks)</p> <p>PRIORITY 3:</p> <p>Budget Execution Graduate School, US Department of Agriculture Regional Training Centers (4 days)</p> <p>Budget Formulation Graduate School, US Department of Agriculture Regional Training Centers (4 days)</p>	<p>A3, A4, A5, A7 A8</p> <p>K113, K115, K116, K134</p> <p>K001, K113, K115, K129, K130, K132,</p> <p>K113, K115, K116, K117, K118, K124, K125, K126</p> <p>K001, K113, K115, K129, K130, K132</p> <p>K113, K116, K120, K121</p> <p>K001</p> <p>K001</p>

FUNCTIONAL TRAINING PLANS - COST ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
INTERN	GS-5/7/9	<p>PRIORITY 3:</p> <p>Economic Analysis Course US Army Logistics Management College Fort Lee, VA (3 1/2 days)</p> <p>Federal Budget Process Graduate School, US Department of Agriculture Regional Training Centers (2 days)</p>	<p>K113, K115, K116</p> <p>K001, K113, K115, K129, K130, K132</p>
SPECIALIST/ JOURNEYMAN	GS-11/12	<p>PRIORITY 1: None</p> <p>PRIORITY 2:</p> <p>Advanced Cost and Economic Analysis US Air Force Institute of Technology Wright-Patterson AFB, OH (4 weeks)</p> <p>Advanced Quantitative Methods for Cost Analysis US Air Force Institute of Technology Wright-Patterson AFB, OH (3 weeks)</p> <p>Decision Risk Analysis US Army Logistics Management College Fort Lee, VA (2 weeks)</p> <p>Fundamentals of Cost Analysis US Army Logistics Management College Fort Lee, VA (3 weeks)</p> <p>Operations Research Systems Analysis Continuing Education Program US Army Logistics Management College Fort Lee, VA (1 week)</p>	<p>K004, K113, K115, K116, K118</p> <p>K004, K113, K120, K134</p> <p>K113, K114</p> <p>K113, K114, K115, K116, K117, K118, K119, K120, K121, K122, K123, K124, K125, K126, K127, K128, K129, K130, K131, K132, K133, K134</p> <p>K004, K113, K114, K115, K116, K117, K118, K119, K120, K121, K122, K123, K124, K125, K126, K127, K128, K129, K130, K131, K132, K133, K134</p>

FUNCTIONAL TRAINING PLANS - COST ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
SPECIALIST/ JOURNEYMAN	GS-11/12	PRIORITY 3:	
		Configuration Management US Army Management Engineering College Rock Island, IL (1 week)	K005, K117, K127
		Contractor Performance Measurement Defense Systems Management College Fort Belvoir, VA (1 week)	K119, K121, K132, K133
		Cost Estimating for Engineers US Army Logistics Management College Fort Lee, VA (2 weeks)	K004, K113, K115, K116, K120, K129, K130, K132
		Cost/Schedule Control Systems Criteria US Air Force Institute of Technology Wright Patterson AFB, OH (3 weeks)	K113, K121, K122, K132
		Defense Manufacturing Management Defense Systems Management College Fort Belvoir, VA (1 week)	K117, K118, K119, K120, K121
		Fundamentals of Systems Acquisition Management Defense Systems Management College Fort Belvoir, VA (1 week)	K117, K118, K119, K121, K126, K132
		Operations Research Systems Analysis Military Applications I and II US Army Logistics Management College Fort Lee, VA (I- 5 weeks; II- 9 weeks)	K004, K113, K114, K115, K116, K128

FUNCTIONAL TRAINING PLANS - COST ANALYSIS (continued)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
SPECIALIST/ JOURNEYMAN	GS-11/12	PRIORITY 2:	
		Operations Research/Systems Analysis Special Topics Seminar US Army Logistics Management College Fort Lee, VA (2-5 days)	K113, K114, K115, K116, K128
		Project Planning and Control Techniques US Army Management Engineering College Rock Island, IL (1 week)	K122
		Resource Management Budget US Army Finance School Fort Jackson, SC (2 weeks)	K001
		Systems Acquisition Funds Management Defense Systems Management College Fort Belvoir, VA (1 week)	K117, K119, K120, K121, K126, K132
MANAGER	GS-13/14/15	PRIORITY 1: None	
		PRIORITY 2:	
		Economic Analysis for Managers US Army Management Engineering College Rock Island, IL (1 week) NOTE: Not recommended if employee has taken Economic Analysis for Decision Making.	K113, K114, K115, K130, K134
		Information Resource Management US Army Management Engineering College Rock Island, IL (1 week)	K126
		PRIORITY 3:	
		Army Installation Management US Army Logistics Management College Fort Lee, VA (3 weeks)	K128
		Project Planning and Control Techniques US Army Management Engineering College Rock Island, IL (1 week)	K122

FUNCTIONAL TRAINING PLANS

SENIOR EXECUTIVE SERVICE

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
<u>UNIVERSAL TRAINING</u>			
SES	01-06	<p>PRIORITY 1:</p> <p>DoD APEX Orientation HQDA, Washington, DC (2 weeks)</p> <p>DoD EO/EEO Training for General Officers (GO)/Senior Executive Service (SES) Defense Equal Opportunity Management Institute Cocoa Beach, FL (2 days)</p> <p>Force Integration (FI) for Senior Executive Service (SES) and General Officers (GO) HQDA, Washington, DC (1 week)</p> <p>Leadership Development Program (LDP) Center for Creative Leadership (CCL) Fort Leavenworth, KS (1 week)</p> <p>Senior Executive Service Training Conference HQDA, Washington, DC (1 week)</p>	
SES	01-06	<p>PRIORITY 2:</p> <p>Systems Acquisition Management (SAM) for General/Flag Officers Defense Systems Management College Fort Belvoir, VA (4 1/2 days) (For acquisition-related positions only)</p>	
SES	01-06	<p>PRIORITY 3:</p> <p>Harvard University for Senior Executive Fellows (SEF) Harvard University Cambridge, MA (8 weeks)</p> <p>Harvard University Program for Senior Managers in National and International Security (SENIS) Harvard University Cambridge, MA (2 weeks)</p>	

FUNCTIONAL TRAINING PLANS

SENIOR EXECUTIVE SERVICE

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>	<u>COMPETENCIES</u>
SES	01-06	<p>PRIORITY 3:</p> <p>Harvard University Program for Senior Managers in Government (SEF) Harvard University Cambridge, MA (1 week)</p> <p>Leadership for a Democratic Society Federal Executive Institute (FEI) Charlottesville, VA (4 weeks)</p>	

FUNCTIONAL TRAINING PLANS

ACQUISITION WORKFORCE

AUDITING

CAREER
PHASE/
LEVEL

GRADE

SOURCE OF TRAINING

INTERN/
LEVEL 1

GS-5/7/9

PRIORITY 1:

Technical Indoctrination/AUD1130

Defense Contract Audit Institute
Memphis, TN (10 days)

PRIORITY 2:

**Audit Applications of FAR
Part 31/AUD1124**

Orientation to Contract Auditing/AUD 111

Effective Report Writing/AUD6115

PRIORITY 1:

JOURNEYMAN/
LEVEL 2

Statistical Sampling/AUD4120

Defense Contract Audit Institute
Memphis, TN (5 days)

Intermediate Auditing/AUD 1320

Defense Contract Audit Institute
Memphis, TN (5 days)

PRIORITY 2:

Accounting and Auditing Update/AUD1430

Emerging Cost Accounting Issues/AUD1560

Computer Billing Algorithms/AUD5632

EDP Lease/Purchase Evaluation/AUD5633

Basic Data Retrieval - Data Trak/AUD 5640

EDP Internal Control Reviews and JCL/5720

Auditor Interview & Interpersonal Reactions/AUD6220

Oral Presentation Workshop/AUD6240

FUNCTIONAL TRAINING PLANS

ACQUISITION WORKFORCE

AUDITING (CONTINUED)

**CAREER
PHASE/
LEVEL**

GRADE

SOURCE OF TRAINING

MANAGER/
LEVEL 3

GS-13/14/15

PRIORITY 1:

DCAA Supervisory Skills Workshop/AUD8560
Defense Contract Audit Institute
Memphis, TN (10 days)

PRIORITY 2:

Advanced Cost Management Systems/AUD1275

Quantitative Methods for Managers/AUD4030

Electronic Data Processing for Managers/AUD5640

Executive Contracting/CON301

FUNCTIONAL TRAINING PLANS

ACQUISITION WORKFORCE

BUSINESS AND FINANCIAL MANAGEMENT

CAREER
PHASE/
LEVEL

GRADE

SOURCE OF TRAINING

INTERN/
LEVEL 1

GS-5/7/9

PRIORITY 1:

Fundamentals of Systems Acquisition Management/ACQ010

Army Logistics Management College
Fort Lee, VA (9 days)

Fundamentals of Cost Analysis/BCE101

Army Logistics Management College
Fort Lee, VA (9 days) or

Intermediate Contractor Performance Measurement Fundamentals/BCF202

Defense Systems Management College
Fort Belvoir, VA (5 days)

PRIORITY 2: None

SPECIALIST/
JOURNEYMAN/
LEVEL 2

PRIORITY 1:

Intermediate Systems Acquisition/ACQ201

Defense Systems Management College
Fort Belvoir, VA (20 days)

Systems Acquisition Funds Management/BFM201

Defense Systems Management College
Fort Belvoir, VA (5 days)

Intermediate Cost Analysis/BCE204

Defense Acquisition University
(15 days)

Cost/Risk Analysis/BCE206

Army Logistics Management College
Fort Lee, VA (4 1/2 days)

Economic Analysis/BCE207

Army Logistics Management College
Fort Lee, VA (3 1/2 days)

Software Cost Estimating/BCE208

Army Logistics Management College
Fort Lee, VA (2 1/2 days)

PR

MASTER TRAINING PLANS

ACQUISITION WORKFORCE

BUSINESS AND FINANCIAL MANAGEMENT (CONTINUED)

<u>CAREER/ PHASE/ LEVEL</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>
SPECIALIST/ JOURNEYMAN Level 2	GS-11/12	<p>PRIORITY 2 (Continued): Contractor Finance for Acquisition Managers/BFM204 Defense Acquisition University (5 days)</p> <p>Intermediate Systems Acquisition/ACQ201 Defense Systems Management College Fort Belvoir, VA (20 days)</p> <p>Selected Acquisition Report/BFM209 Defense Acquisition University (5 days)</p> <p>Fundamentals of Cost Analysis/BCE101 Army Logistics Management College Fort Lee, VA (5 days)</p>
MANAGER/ Level 3	GS-13/14/15	<p>PRIORITY 1: None</p> <p>PRIORITY 2: None</p>

MASTER TRAINING PLANS
ACQUISITION WORKFORCE
COST ESTIMATING

CAREER
PHASE/
LEVEL

GRADE

SOURCE OF TRAINING

INTERN/
Level 1

GS-11/12

PRIORITY 1:

Fundamentals of Systems Acquisition/ACQ101

Army Logistics Management College
Fort Lee, VA (9 days)

Fundamentals of Cost Analysis/BCE101

Army Logistics Management College
Fort Lee, VA (3 weeks)

SPECIALIST/
JOURNEYMAN/
Level 2

PRIORITY 1:

Intermediate Systems Acquisition/ACQ201

Defense Systems Management College
Fort Belvoir, VA (20 days)

Systems Acquisition Funds Management/BFM201

Defense Systems Management College
Fort Belvoir, VA (5 days)

Intermediate Cost Analysis/BCE204

Defense Acquisition University
TBD (15 days)

At least two of:

Cost/Risk Analysis/BCE206

Army Logistics Management Center
Fort Lee, VA (4 1/2 days)

Economic Analysis/BCE207

Army Logistics Management College
Fort Lee, VA (3 1/2 days)

Software Cost Estimating/BCE208

Army Logistics Management College
Fort Lee, VA (2 1/2 days)

Contractor Finance for Acquisition Managers/BFM204

Defense Acquisition University
TBD (5 days)

Selected Acquisition Report/BFM209

Defense Acquisition University
TBD (5 days)

MASTER TRAINING PLANS
ACQUISITION WORKFORCE
COST ESTIMATING (CONTINUED)

<u>CAREER PHASE/ LEVEL</u>	<u>GRADE</u>	<u>SOURCE OF TRAINING</u>
SPECIALIST/ LEVEL 2	GS-11/12	<p>PRIORITY 1:</p> <p>Intermediate Contractor Performance Measurement Fundamentals/BCF202 Defense Acquisition University TBD (5 days)</p> <p>PRIORITY 2:</p>
MANAGER/ LEVEL 3	GS-13/14/ 15	<p>PRIORITY 1: None</p> <p>PRIORITY 2: None</p>